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9 February 1956

SUBJECT: DD(P) Position Concerning Establishment of
Senior Research Staff on International Communism
in the Office of the DD(I)

REFERENCE: Memorandum for CI Management Staff from C/OSM
Staff (DD/I Area) and Tab A, with Annexes A, B,
C, D. (Attached).

1. Annex B of Tab A of reference describes the mission of the proposed Senior Research Staff on International Communism. The mission as described is based on recommendations contained in a memorandum for the DCI from SA/PC, dated 4 August 1955, approved by the DCI on 14 August 1955. This memorandum is an abbreviated version of a memorandum from SA/PC/DCI of 4 August in which DD(P) concurred, subject to the deletion of the word "operational" in line 7 of paragraph 6 (c).

2. It is our considered opinion that the mission of the proposed Staff as described in reference does not conform to the letter and spirit of the recommendations contained in the SA/PC memorandum of 4 August 1955. The proposed Staff is conceptionally and functionally different from the Staff originally envisaged by SA/PC and DD(P). Regrettably, therefore, DD(P) concurrence with the SA/PC/DCI recommendations of 4 August 1955 cannot be extended to reference proposal concerning the establishment of a Senior Research Staff on International Communism under the DD(I). The reasons for this position are specified in the following discussion.

3. Genesis and Original Purpose of Proposed Staff

The recommendations of SA/PC grew out of intensive discussion with CI elements. In accepting certain CI views SA/PC

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stated in a memorandum of 9 November 1954 the detailed views which led him to the reference recommendations of 4 August 1955. These views are quoted here in part because they delineate the original purpose of the proposed staff.

"The second function, which it is argued, is not receiving anything like adequate attention in the Federal Government is continuing basic and operational research on and speculative study of Communism and the means of countering Communism. . . . The scope of the inquiry would be broad, covering Communist thought, strategy, tactics, capabilities, organization, and major personalities. It could include such intellectual activities as the formulation and testing of hypotheses as to present and probable future courses of development of Communist ends and means and of the Communist apparatus, the comparative study of Communist strategy and tactics in different countries and in different historical phases, reflection on the strength and weaknesses of Communist ideology, its consistency with Communist practice, its appeal, and on the possible means of effective intellectual competition with it, and similar inquiries into the enemy's philosophy, character, and behavior. The inquiry could also involve appraisal of the susceptibility of different societies to Communism, consideration of the policies and attitudes toward Communism of the U. S. and other non-Communist countries, and it would inevitably produce proposals for U. S. action and policy. The work should be carried on by a small group of individuals of high professional competence, chosen or developed as specialists in the practical study of Communism, who would not be burdened with the task of turning out finished intelligence in its more familiar forms. They should be allowed to spend more of their time than is usual in the government on fundamental research, that is in thoughtful investigation and analysis which would be expected to yield neither certain nor prompt

results...and their work should...be oriented toward the possibilities for operations and considerations of policy.... Basically what would be expected of the individuals engaged in this work would not be more information or even better analysis of Communist developments so much as more penetrating insights into the nature of Communist phenomena, greater perspective in judging their probable evolution and more originality in the consideration of the means of countering Communism...." (Underlining supplied)

4. Mission of Proposed Staff Conflicts with Original Purpose and SA/PC/DCI Recommendations of 4 August 1955

The original purpose underlying the establishment of the staff proposed and expressed in the language of the SA/PC memorandum of 4 August 1955 is not reflected in the mission of the proposed Senior Research Staff on International Communism (appendix B to Tab A, reference.) The original aim and purpose were ambitious and anticipated, certainly, a high degree of concentration from the proposed small staff. The staff was visualized as an elite research group free to produce original thoughts and ideas on the basis of superior knowledge of Communism. The SA/PC memorandum of 4 August 1955 reflected this clearly in paragraph 2 c, stating that the staff should engage in "continuing basic and operational research on, and speculative study of, Communism and the means of countering Communism." Instead of implementing this important and admittedly difficult and time consuming function, the mission of the proposed staff dilutes the original purpose into a series of routine functions, duplicating existing CIA or government capabilities. The original purpose is mentioned merely in passing under Point B of the mission. The proposed 6 man Senior Research Staff on International Communism is not set up to perform the research function originally visualized, but appears destined to expend its assets in briefings, estimates, reviews and other secondary matters which require no specialized staff.

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5. Proposed Staff Does Not Assume Original Leadership Role in Countering Communism

The original concept for the proposed staff contained the idea that the best available minds should devote their talent and energy to researching for new and fresh counteraction approaches. The statement of mission of the proposed staff, see point D, relinquishes this concept of fundamental research and substitutes for it an advisory function on a request basis. This approach cannot produce the original and fundamental research which was desired.

6. Proposed Staff Assumes Role and Title of Senior Staff Without Justification

The Staff as originally visualized by SA/PC and DD(P) should not be legislated into action. Such a Staff must evolve gradually. SA/PC stated the problem clearly in a memorandum of 25 March 1955 when he said "...the development of a senior research and planning staff as proposed in the November 9 paper must be evolutionary since its accessibility and influence will depend upon the quality and performance of the individuals in it." Having discarded the original concept of a research group, the currently proposed DD(I) Senior Research Staff has also discarded the right to assume the posture and title of a "Senior" Staff. Only a staff which would squarely meet the original requirements would have a right to the title and position implied, and even then it could be argued that such a Staff should earn its title and position by performance rather than legislation.

Further, it is doubtful whether the proposed Staff, has the right to set itself up as hierarchically "Senior" within CIA as implied in Point C of its proposed mission. Firstly, it deviates far from its original purpose by setting itself up as "senior editor and coordinator for intelligence research studies on International Communism produced within the Agency for publication and general distribution to other members of the Intelligence Community."

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7. Proposed Staff Duplicates Role of IAC "Committee on International Communism"

It is a matter of record that the SA/PC memorandum of 4 August 1955 stimulated the creation of the IAC "Committee on International Communism." The terms of reference of this Committee are now being circulated for approval (which is anticipated). A review shows clearly that Point E of the mission of the proposed Staff (Annex B to Tab A of reference) is a duplication of the Committee's proposed work. The IAC Committee is a forum for the coordination of "the exchange of information on reports, published, planned and in progress;...intelligence collection requirements;... collection of intelligence materials; and intelligence production requirements." In view of the inter-agency character of the Committee it is obviously better equipped than the proposed staff to "advise and assist in intelligence collection and operational planning in the International Communism field..."

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8. Proposed Staff Assumes Statutory Right to be
Represented on International Communism Committee
of IAC

Point G of the mission of the proposed Senior Research Staff on International Communism establishes the right of the proposed Staff to be represented on the IAC Committee on International Communism. Does this not prejudice the right of DCI to appoint the CIA representative to the IAC Committee on International Communism? The DCI has not yet appointed the CIA representative to the IAC Committee. It is felt, however, that the DD(P) area should furnish the CIA representative in view of the fact that CI will be called upon to service IAC agencies with reports and studies on International Communism, as visualized and recommended by the SA/PC in the 4 August 1955 memorandum. DD(P) concurs that a representative of the proposed Staff should attend meetings of the IAC Committee as an alternate member.

9. Majority of Functions of Proposed Staff Deflect from
Agreed Purpose

In order to free the proposed Staff for its difficult duty of producing original, incisive and meaningful research insights into Communism, SA/PC stated clearly that the group "should not have administrative responsibilities or the management of research programs," and that "they should not become involved in operational responsibilities." Points A, C, E, F, and G of the proposed Staff's statement of mission clearly deflect from the agreed purpose of the Staff.

Point A (DD(I) and DCI briefings) puts any systematic research effort on an ad hoc basis.

Point C is a time consuming secondary effort.

Points E, F, G are not essential as described in preceding paragraphs.

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As an illustration of our position, there is appended a memorandum from C/SRS to C/CI. It is felt that the proposed Staff in launching "surveys" of the kind indicated is deviating from its original purpose and is an entirely different entity from the unit originally recommended by SA/PC and accepted by DD(P).

10. Proposed Staff Does Not Meet SA/PC Recommendations Concerning Increased Output of Finished Intelligence

The subject of SA/PC memorandum of 4 August 1955 is "Organizational Proposal for the Production of Intelligence on International Communism." The first sentence of this memorandum reads "There appears to be general agreement that the output of finished intelligence on Communism needs to be substantially increased." The proposed Staff was recommended in order to fill a gap in intelligence production. It was not intended that the proposed Staff should be burdened with any other function. Hence, the SA/PC stated in the 4 August memorandum that the Staff should be administratively (underlining supplied) assigned to the DD(I). It was not contemplated that the Staff perform any substantive DD(I) functions other than the task originally recommended. The findings of the SA/PC did not indicate that there was a shortage of (DD(I) briefings, estimates, reviews and analyses but built its recommendations on one single point: the gap in the "speculative study of Communism". The proposed Staff does not appear to be designed to fill this gap.

11. It is recommended, therefore, that the mission of the Senior Research Staff on International Communism be revised to meet the original purpose of the SA/PC recommendations and be resubmitted for concurrence.

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Mission of the Senior Research Staff
on International Communism

- A. Prepare briefings for the DCI and DDI on all aspects of International Communism, with particular reference to NSC Planning Board Requirements.
- B. Prepare special intelligence estimates, analyses, reviews and speculative studies on International Communism, either on request or on the basis of requirements determined by the SRS.
- C. Perform the functions of senior editor and coordinator for intelligence research studies on International Communism produced within the Agency for publication and general distribution to other members of the Intelligence Community.
- D. Advise and assist in the analysis of International Communist propaganda and action programs, on request of either Agency (DDP, FBI, OTR, etc) or non-Agency elements (OCB, State, USIA, etc).
- E. Advise and assist in intelligence collection and operational planning in the International Communism field, as in D.
- F. Keep informed and stimulate research on International Communism both within and without the Government.
- G. Be represented on the International Communism Committee of the IAC.

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30 January 1956

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TO: [REDACTED] DEP (1046 L Building)
FROM: [REDACTED] Chief SRS/DDI [REDACTED] Room 304)
SUBJ: Draft Statement of Missions and Functions of the Senior
Research Staff on International Communism (DD/I)

At the suggestion of Mr. Amory, I am sending you a draft of a proposed DD/I notice on the functions and mission of the newly established Senior Research Staff on International Communism (SRS/DDI).

After you have discussed this draft with members of your staff I would appreciate an opportunity to talk with you concerning the program which we have in mind.

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Chief, Cable Branch, LD/OCR
Room 1047 Que Bldg.

23 Jan. 1956

Senior Research and Planning Staff, DDI

Distribution of non-CIA cables to DDI/SRS

The Senior Research and Planning Staff is charged with an important mission concerning "International Communism". In order to discharge the newly assigned function, it is requested that hard copies of cables of immediate and significant interest be despatched to DDI/SRS on a priority basis.

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